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Cy. #4

28 March 1952

MEMORANDUM FOR: DEPUTY DIRECTOR (PLANS)

SUBJECT : Technical Services Staff Program

The concept underlying the proposed TSS Program is derived from the following basic thoughts:

1. The major part of the CIA effort is now devoted to waging covert warfare and in espionage activities.
2. To carry out these activities effectively, a technical division must be created to supply the operating branches with weapons, equipment and methods with which to accomplish their missions.
3. Unless the product of this Technical Group is superior, more original and more timely than anything the enemy can bring out, the effectiveness of the whole Agency in these fields will fall far short of its potential.

TSS FILES

The quality of product and the achievements of a technical organization depend primarily on the quality of its personnel. Consequently, if we are to outclass the enemy we must put together and maintain a technical organization which can be counted on, individually and collectively, to be more intelligent, more original and more active than any group the enemy can organize. Adequate facilities will be needed as a matter of course, but securing equipment and space does not present a problem of the same order.

Experience has shown that in order to secure and hold men of high attainments in the research and development field it is necessary to organize and direct research operations in accordance with certain fundamental principles.

These principles as applied to the needs of the Agency are as follows:

1. The scope of the work of the Technical Group should comprise research to broaden the source of new ideas and the scope of thinking; the application of new knowledge to specific projects and the building of prototypes to permit operational personnel to visualize and test the product.

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2. The research organization should be permitted to do research and development in any field of science, relying on the intelligence and good sense of the research director to guide the work and to proportion the effort within an authorized budget.

3. The research director should not be called upon or given the authority to control research outside his own organization.

4. The organization should be provided with funds under an agreed budget and these funds should be obligated at the direction of the director of research, again relying on his good sense and intelligence to select specific projects and to see to it that the funds are employed to maximum utility.

5. The authority for allocating funds should carry with it the full responsibility for producing useful results.

It is my belief that if TSS is to serve a useful function in the support of CIA operations, it must be organized and administered in conformity with these principles.

With this thought in view, I suggest that the following steps be taken:

1. The formation of a research advisory board [redacted] the Chairman of which is to report to the Director and his Deputies. The primary function of this board is, on the one hand, to advise the Director of matters concerning Research & Development, to present opinions and review for technical matters when requested, and, on the other hand, to formulate the policy of TSS, to evaluate and pass on research projects, and to proportion and steer the research effort within the allotted budget.

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2. To set up the TSS organization with a Chief for Administration and a Technical Director. The Technical Director is to be provided with competent technical personnel placed in each division of the TSS, and a group [redacted] of competent scientists and engineers to study continuously the progress of scientific work in other agencies, suggest application where possible, and point out areas in which research and development work is required.

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3. The allocation of funds for research and development along the lines of the program already presented for consideration.

4. The authority to recruit [redacted] technical men, the majority of whom are to be drawn from the gradu-

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ating classes of technical schools, the criterion to be primarily Intelligence and Character.

Attached hereto is a diagram which illustrates the suggested organization and its relation to the existing Agency Administration.



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Attachment: 1 (Addressee only)

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